

Management with Facts and Its Relationship to Quality of Career in University Colleges

Abdalqader A.Msallam¹, Amal A. Al hila², Samy S. Abu-Naser³, Mazen J. Al Shobaki⁴

^{1,2}Department of Management and Financial Business, Palestine Technical College, Dair Al Balah, Palestine

³Department of Information Technology, Al-Azhar University, Gaza, Palestine

⁴Dean of Bait Al-Mqds College for technical Science, Gaza- Palestine

¹Amsllam@gmail.com, ²amal.alhila@gmail.com, ³abunaser@alazhar.edu.ps, ⁴mazen.alshobaki@gmail.com

Abstract: The study aimed to identify management with facts and its relationship to quality of life in university colleges in Gaza Strip. The researchers used the descriptive and analytical approach, and used a main tool to collect information: the questionnaire. The study population reached (596) academic and administrative employees distributed among (5) university colleges in Gaza Strip, and a stratified random sample of 240 employees was selected with (40.3%) of the study population. SPSS software was used to analyze the data. The study concluded a set of results, the most important of which are: (1) The results of the study showed that the application of the management by facts method is appropriate, as the response of the respondents about management with facts was of relative weight (69.43%). (2) The results of the study showed that the availability of quality elements of job life in university colleges in Gaza Strip is appropriate in general in terms of: (moral working conditions, wages and rewards, participation in decision-making, handling complaints and grievances, benefits provided to employees), where the response of the sample members about the dimensions of Job quality with relative weight (63.30%). (3) The results showed that there is a strong positive relationship between management with facts and quality of work life (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances; participation in decision-making) in university colleges in Gaza Strip. Among the most important recommendations of the study is the necessity for college's administration to base its decisions on facts instead of guesswork, in addition to developing information systems to meet their developmental information needs. As well as the importance of providing decision-makers with the necessary information to facilitate the decision-making process through the information systems used in the colleges, and to provide subordinates with the information necessary to perform the work. And that university colleges pay attention to handling complaints and grievances through: (Assigning an efficient and competent committee to deal with complaints and grievances in all fairness and transparency, adopting and following up the results of the application of complaints and grievances handling, protecting the complainants from any arbitrary action against them).

Keywords: Management by Facts, Quality of Work Life, University Colleges, Gaza Strip, Palestine.

Introduction

Human resources are the main pillar in organizations and one of the pillars of economic development and the basis for moving the wheels of growth, and the individual is the basis in any productive or economic activity, as the human element works in the various professional and functional fields within its various specializations in business enterprises of whatever type and in any sector. The qualified and trained human resources are the basis for achieving the excellence and distinction of any organization in services, markets and profits, and the increasing interest in the human resource from various business organizations, realizing that no matter what the potential for work and material production is available, individuals are the ones who are able to make it successful and well invested, for the human being is the basis of the path of life and the basis for Civilizations are the ones who invent technology and walk it, and without it they are transformed into lifeless and rigid tools. Human resources are the primary concern in the contemporary world, as they are the most important component of the elements and pillars of development. The developed and developing world countries focus on preparing ambitious programs for human development based on scientific foundations, human resources are the basic wealth in any service or production organization.

In recent years it has become popular to use the term Total Quality Management (TQM), and thus TQM can be viewed as a cultural revolution, because of the way the management thinks and works in relation to working to continuously improve quality and focus on team work and adopting the management style with facts, And encouraging the participation of the individual in setting goals and making decisions, in order to excel and excel. The competition is directed towards improvement, development, innovation and renewal in all the activities that the organization does in terms of activities and applied methods and techniques in order to reach excellence.

Competition has increased among most institutions in applying this administrative method in all developed countries and some developing countries that have begun to use this method in their various institutions, including higher education institutions, and there are a number of Arab higher education institutions that have begun to use this method at the Arab regional level, and their programs have become Subject to comprehensive quality management standards.

In 1970, interest in Quality of Work Life (QWL) began. The departments in many large companies have started comprehensive and integrated projects to improve the productivity of the workforce, the organizational effects and the quality of work life, although the various administrative leaderships in the departments, work, government and universities had many concerns and anxieties about some of the things that should be achieved such as fair wages; work hours; working conditions; Job security ... etc. The owners of many projects studied the issue of job quality and how to improve it. In general, the studies of improving productivity are consistent with the quality of work life in organizations, and a clear interest by companies and organizations concerned with studying productivity and quality of work life in public and private organizations begins.

Therefore, contemporary management has come to fully believe that the success of the organization will depend on the achievement of its community mission through its relentless pursuit of implementing programs to develop the quality of work life in it, and the planning, development and maintenance of human resources is one of the important means that organizations resort to in order to raise their efficiency and effectiveness. The extent of success or failure of the organizations' efforts in achieving their goals of survival, stability, expansion, growth, productivity, profitability, improvement of services, and the achievement of the necessary advantage for this era full of various environmental variables.

University colleges are among the community institutions that affect and are affected by society, and they are required to work to keep abreast of all developments and to develop appropriate and adequate plans to address the problems that society may encounter, and therefore it is necessary to strengthen their relationship with it, and for university colleges to become educational institutions based on serving it and achieving its goals And its ambitions and to become the engine of change, development and renewal in it for the sake of advancement and excellence.

Problem Statement

The world is witnessing major and accelerating transformations, especially at the level of technology, and the emergence of contemporary issues such as globalization; the quality; Total Quality Management; The quality of job life, which made the growing interest by companies and international organizations in the importance and influence of human resources for them, as they are the ones that produce, think and innovate, so I began to invest in human resources by providing the appropriate job environment for them to improve their performance and productivity (Gad Al-Rab, 2008).

There is no doubt that the success of implementing TQM in educational institutions depends on the shoulders of the administrative leaders and their ability to build and deepen the culture of total quality. Therefore, Deming, a quality expert, believes that only the higher management can start the process that enables the organization, including management and all employees, to move Towards work that leads to achieving a culture of total quality management, and there has become a necessity to introduce (TQM) system in educational institutions in general and in universities and colleges in particular, which helps to achieve a high degree of upgrading the level of educational services.

Higher education services in Palestine are considered relatively modern services compared to other countries, and this is reflected in the reality of these services, and on the reality of educational and administrative tools and methods adopted in these universities and colleges. The concept of total quality management is one of the basic pillars on which higher education is based, and university colleges in Gaza Strip are one of the modern educational institutions in Palestine, and these institutions arose and developed in light of great technical, administrative and financial challenges that were and still are due to the elements of the economic environment, the political environment and the legal environment, University colleges are constantly trying to face all challenges in order to achieve the continuity of higher education in a way that ensures the provision of appropriate quality education for students in various specializations, and ensures the provision of the competencies required to meet the needs of the Palestinian labor market. Through the work of researchers in Palestinian universities, and their participation in many workshops in other university colleges, researchers have found that college employees are looking for more: the means of luxury; Active participation in management; Opportunities for growth and development ... etc., so the researchers considered that the study tries to answer the following main question:

How can management, with facts, contribute to achieving quality of work life (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances; participation in decision-making) in university colleges in Gaza Strip from the employees' point of view?

Research Objectives

This study aims to identify management with facts and its relationship to the quality of job life in university colleges in Gaza Strip in university colleges in the governorates of Gaza, by achieving the following sub-objectives:

1. Determining the extent to which the management method is applied with facts by university colleges in Gaza Strip from the point of view of (faculty members, their assistants, and members of the administrative body)
2. Determining the quality levels of job life in university colleges in Gaza Strip from the point of view of (faculty members and their assistants, members of the administrative body).
3. Demonstrate the relationship between implementing management with facts and achieving quality of career in university colleges in Gaza Strip.

Research Importance

This study acquires its importance from the importance of its topic, the results it will present, and the facts it will reveal, which will have scientific and practical benefit for university colleges and decision-makers in the Palestinian Ministry of Education and Higher Education, and can be detailed as follows:

Scientific (Theoretical) Importance:

1. The theoretical importance of this study emerges from the scientific enrichment it adds in the field of management with facts as one of the dimensions of total quality management and the quality of career and clarifying the relationship of management with facts in achieving quality of life in university colleges in Gaza Strip.
2. This study derives its importance from the vitality of its topic and its relative scarcity, especially in the literature of Arab and Palestinian studies, where this topic is characterized by both modernity and scientific and practical excellence.

Practical (Applied) Importance:

1. Through research, university colleges in Gaza Strip can know the level of their application of management with facts as one of the requirements of TQM from the employees' point of view.
2. University colleges in Gaza Strip can, through this research, know the level of their achievement of a quality of career.
3. Draw the attention of the university college's administration to the importance of managing with facts because of its impact on achieving job quality.
4. University colleges in Gaza Strip, through the results of the field study, are able to identify their deficiencies that prevent the achievement of a quality job.
5. Providing scientific and practical recommendations to university colleges in Gaza Strip that help achieve quality of job life.

Research hypothesis

In order to provide an appropriate answer to the research questions raised, the study seeks to test the validity of the following hypothesis:

H0₁: There is a statistically significant relationship at the level of significance ($\alpha = 0.05$) between management with facts and achieving quality of work life (moral working conditions, wages and rewards, benefits provided to employees, handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip .

Study Variables:

1. **Independent Variables:** management with facts.
2. **Dependent Variables:** Quality of job life (moral working conditions; wages and bonuses; benefits provided to employees; handling complaints and grievances; participation in decision-making).

Research Limits and Scope

The scope of the study shall be as follows:

1. **Objective Limit:** The subject area of this study is limited to the role of management with facts in achieving the quality of life elements in university colleges in the governorates of Gaza from the viewpoint of the employees in the targeted university colleges.
2. **Human Limits:** This study is limited to employees (faculty members and their assistants, members of the administrative body) in university colleges in Gaza Strip.
3. **Spatial Limit:** The study includes four university colleges in Gaza Strip, namely: (University College for Science and Technology, Palestine Technical College, University College of Applied Sciences, College of Islamic Call).
4. **Temporal Limit:** The study was conducted in the year 2020.

Research Terminology

- **Total Quality Management:** Researchers define total quality management in university colleges as (a new management philosophy that aims to continuously improve all departments and processes and create a new organizational culture based on making changes in order to effectively achieve its goals in colleges, whether it is in values, systems, or administrative style. Or otherwise).
 - **Quality Of Work Life:** Researchers know the quality of job life in university colleges (it is a set of planned programs through which employees are given more material and moral support, and opportunities for career advancement, development and development of their capabilities so that employees feel safe and job stability, which ultimately leads to Achieving improved productivity, increased organizational efficiency, and hence increased welfare of society).
 - **University Colleges:** Researchers define a university college procedurally as: a college that has academic programs at the bachelor's level as well as academic programs at the diploma level, and is supervised by higher education in the Ministry of Education and Higher Education.
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Literature Review

- Study of (Msallam et al. 2020), aimed to identify the reality of total quality management in university colleges in Gaza Strip, through its dimensions, which are (commitment of senior management; organizational building; employee empowerment; continuous improvement; focus on beneficiaries; management by facts), and to detect differences in the responses of sample members according to For personal variables (type; educational qualification; college; nature of work; years of service). The researchers used the descriptive analytical method, and used a main tool to collect information: the questionnaire consisted of (42) phrases, and the study population reached (596) academic and administrative employees distributed to (5) university colleges in Gaza Strip, and it was chosen A stratified random sample of them consisted of (240) employees, approximately (40.3%) of the study population. (SPSS) was used to analyze the data. The study concluded a set of results, the most important of which are: (1) The application of the requirements of total quality management in university colleges in Gaza Strip is generally appropriate in terms of: (the commitment of senior management to total quality management, organizational building, facts management, focus on beneficiaries, employee empowerment, continuous improvement), where the response of the sample members was about the dimensions Total quality management with relative weight (69.93%). (2) There are differences at the level of significance ($\alpha = .05$) between the averages of the respondents' responses to total quality management in university colleges in Gaza Strip due to gender and differences in favor of the male category. And differences attributed to the college and in favor of the University College of Professional Sciences. (3) There are no differences between the averages of the respondents' responses to total quality management in university colleges in Gaza Strip due to (Educational Qualification, Nature of Work, and Years of Service).
- Study of (Msallam et al. 2020), aimed to identify the level of achieving the quality of job life through its dimensions (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances; participating in decision-making), and to reveal differences in the responses of sample members according to personal variables (gender; academic qualification; College; nature of work; years of service). The researchers used the descriptive and analytical approach and the questionnaire as the main tool for data collection. The study population reached (596) academic and administrative employees distributed among (5) university colleges in Gaza Strip, and a stratified random sample of (240) employees was selected, at a rate of (40.3%). SPSS software was used to analyze the data. The study concluded a set of results, the most important of which are (1) The results of the study showed that the availability of quality elements of job life in university colleges in Gaza Strip is appropriate in general in terms of: (moral working conditions, wages and rewards, participation in decision-making, handling complaints and grievances, benefits provided to employees). Job quality with relative weight (63.30%). (2) There are differences between the average responses of the respondents about the level of achieving quality of job life in Palestinian university colleges in Gaza Strip due to gender, differences in favor of the male category, and the nature of work for the category "academic with an administrative position". (3) There are no differences between the averages of the respondents' responses about the level of achieving quality of job life in university colleges in Gaza Strip due to academic qualification, college, and years of service.
- Study of (Madi, 2014), which aimed to identify the quality of job life and its impact on the level of job performance of employees in Palestinian universities, the researcher used the descriptive analytical approach for this purpose, and used the survey as a main tool for data collection, and the size of the community reached (3254), and a random sample was selected Stratified and the size of the study sample was (344). The most important results of the study were that there is a statistically significant relationship between the dimensions of job quality and employee job performance. There are statistically significant differences between the respondents' averages regarding their views on "quality of job life and its impact on the level of job performance of university employees" due to personal and employment variables, while there are no significant differences attributed to the variables (age group, academic qualification, years of service). There is also an important statistically significant impact of the dimensions of job quality, and that the most important dimensions affecting job performance are: opportunities for career advancement and advancement, social relations, job stability and security, participation in decision-making, training and learning programs, balance between personal life and career life.
- Study of (Zare et al. 2014), which aimed to identify dimensions and measures of quality of career among faculty members. Study and measure factors related to job content among faculty members. Study and measure factors related to the economic dimensions of job quality. Study and measure factors related to the social dimensions of quality of career among faculty members. Study and measure the factors related to achieving work-life balance for faculty members. The study population included faculty members at the University of Tehran, Iran, where the size of the community reached (235) faculty members, and the sample size reached (184) faculty members, and the survey list was used as a tool for the study consisting of four main areas: (job content, economic factors) Social factors, achieving work-life balance), and (177) valid questionnaires valid for analysis were retrieved from the total distributed questionnaires. The most important results of the study were: Faculty members' dissatisfaction with the economic factors of the quality of the job life followed at the university, with an average response of (2.7), which is less than the average score (3), especially with regard to health care services with an average of (2.4), and job security with an average (2.5). And that the approval of the faculty members for the paragraphs on achieving work-life balance came with a medium degree (neutral) with an average response of (3.01). The results showed that the faculty

members agreed on the sections on job content with an average response of (3.22), and this means that there is agreement in this area, but the section on participation in decision-making got the lowest average response of (2.5). The results showed that the social factors obtained the highest approval score, with an average of (3.36), which means the approval of the faculty members in this field, especially with regard to the importance of work to society, with an average of (3.8).

- A study of (Ilediana xhakollari (2013), which aimed to identify the reality of measuring the quality of the job life of mental health professionals and employees in Albania, and general satisfaction with the dimensions and components of the quality of their work life. In Albania, the study sample included (231) mental health personnel in Albania, and the eight dimensions and components of job quality were analyzed based on Walton's model for quality of work life. Fair wages and rewards, safety in the work environment, future opportunities available). Only 18% of employees are generally satisfied with the security equipment that the company provides for individual and collective protection. Mental health employees consider that their basic salary is very low for the work they do He added that 40% of the employees are not satisfied with the conditions of work, even using technology in carrying out their tasks, and that 30% of the employees are not satisfied with the opportunities available to them for professional growth and training. The one they participate in and which the Foundation grants to them. Most of the respondents also agreed that improving the quality of work life factors enhances the quality of working life in general in mental health institutions. The results confirmed a strong positive relationship between satisfaction with the quality of work life and a healthy and safe work environment.
- The study of (Kashani, 2012), which aimed to identify the relationship between the quality of job life and the behavior of organizational citizenship. Study the demographic characteristics of employees. The study sample included 145 employees in a company, and a survey list was designed for this purpose consisting of (69) questions distributed into two parts: (The first section consists of 54 questions related to the dimensions of job quality, and the second section consists of 24 questions related to the dimensions of organizational citizenship behavior). The most important findings of the study were that there is a positive relationship between reward justice, wages and organizational citizenship behavior, and it includes the distribution of rewards, penalties and There is a positive relationship between healthy and safe working conditions and citizenship behavior, which includes finding a safe tool, a healthy workplace and appropriate working hours, and the existence of a positive relationship between the opportunities available for developing the capabilities of employees and the behavior of organizational citizenship and includes developing the ability to possess broad skills in the future and ease of access To the relevant information and the development of important tasks for the employees, as well as the positive relationship between work life balance, personal life and Slow As an organizational citizenship, it includes the balance between work and family responsibilities empowering employees to play social roles in their private lives and enabling them to continue their academic education. And the existence of a positive relationship between social integration at work and the behavior of organizational citizenship and includes (following the hierarchical administrative organization in the institution, granting promotion opportunities to all employees, respecting community laws and trying to preserve the environment). And the existence of a positive relationship between social responsibility in the organization, which includes (carrying out all tasks according to the hierarchical administrative hierarchy, creating mutual trust in the organization, providing opportunities for improving work). And that there are no significant differences in the average employees' responses with regard to the quality of job life and the behavior of organizational citizenship due to personal variables (years of service, gender, age, education level, job).
- A study of (Aref, 2011) which aimed to identify the quality of job life and its role in the application of comprehensive quality standards by application to government hospitals in Port Said, and then the effect of this on the quality of good service provided to patients by employees in these hospitals. The study was conducted on Port Fouad General Hospital and Al-Tadamon Governmental Hospital in Port Said. The most important results of the study were: There is a significant correlation between the quality of job life and the application of total quality management in the targeted hospitals. There is also variation and difference in the degree of relative importance of the dimensions of job quality that affect the overall quality from the employees' point of view.
- Study of (Abbas and Al-Zamili, 2010), which aimed to find out the role of organizational development in the quality of work life. To achieve this goal, a sample of the faculty members of Al Zahraa College (a private college) and the College of Education at Sultan Qaboos University (a government college) were selected. The sample consisted of (32) individuals. The results showed that all faculty members agreed on the importance of organizational development in the quality of work life. They arranged the six areas of the questionnaire according to their importance as follows: performance level, organizational commitment, participation in decision-making, job satisfaction, job security, and independence. There were no significant differences between the sample members in arranging the dimensions that enhance the age group variable, while significant differences appeared according to academic qualification in favor of PhD holders.
- Study of (Daud, 2010) aimed at identifying the relationship between a set of dimensions of quality of life and organizational commitment among employees in Malaysian companies. Data were collected from (60) business organizations in Malaysia, and the sample of the study included (500) employees at the supervisory levels and officials Executives in different companies in Malaysia, and a survey list was designed distributed into five main areas of quality of life and four areas of organizational commitment in the organization, and the correct responses (360) were valid for analysis, which represents a response rate of

(72%). Of the employees' satisfaction with three dimensions of job quality: (supervision, growth and development, social relations) The results showed the existence of a positive relationship and influence between (3) dimensions of job quality and "emotional" organizational commitment (social relations, participation, wages and rewards) The results showed a positive relationship and impact between (2) dimensions of job quality and "standard" organizational commitment (social relations, wages and rewards). The results also showed a positive relationship and correlation. Between (4) dimensions of job quality and organizational commitment "continuity linked to alternatives", namely (social relations, wages and rewards, participation, supervision). The results showed the existence of a positive correlation and correlation between (3) dimensions of job quality and organizational commitment to "continuity related to cost", namely (participation, growth and development, supervision).

- Study of (Al-Masry, 2007) aimed at identifying the level of administrative performance of the heads of academic departments in Palestinian universities in light of the principles of total quality management, from the point of view of the lecturers, and identifying obstacles to the application of the heads of academic departments in Palestinian universities to the principles of total quality management during their administrative work from Their point of view. The study employed the descriptive and analytical approach, and in order to achieve the study's objectives, the researcher used two questionnaires, the first to measure the level of administrative performance of heads of academic departments in Palestinian universities, in light of the principles of total quality management, from the point of view of the lecturers, and the second questionnaire to reveal obstacles to the application of heads of academic departments of Palestinian universities To the principles of total quality management, during their managerial work, from their point of view. The study reached several results, the most important of which is that the level of administrative performance of the heads of academic departments in the three universities was high, starting with participation and teamwork, then making decisions based on facts in second place. And the presence of a moderate degree of obstacles that academic department heads face when they apply the principles of TQM while performing their administrative work. And the presence of statistically significant differences in the estimates of the members of the lecturers sample on the level of administrative performance of the heads of academic departments attributable to the university variable in favor of the Islamic University. The absence of statistically significant differences for the impact of the university, college and academic rank in the estimates of individuals of the sample of academic department heads about the obstacles to applying the principles of total quality management during their administrative work.

Commenting On Previous Studies:

Researchers have reviewed many previous studies that dealt with the issue of management with facts as one of the dimensions of total quality management in addition to the issue of job quality, and the researchers were able to monitor a set of observations as follows:

1. It turns out that most of the studies were conducted in the period after 2000; which indicates that most of those studies are recent studies; this is due to the novelty and novelty of the topic.
2. The previous studies presented by the researchers were distinguished by the diversity of the environments in which they were applied, and this diversity makes it rich and rich in the field of research.
3. The previous studies presented by the researchers represent an accumulation of scientific experience in the field of the study of total quality management and the quality of job life, so the current study is similar to one or more aspects of the previous studies presented by the researchers of aspects of TQM variables and the quality of career life.
4. The studies that dealt with the quality of the job varied as for the studies that were close in terms of the goal that tended to measure the quality of the job life,
5. In spite of the large number of previous studies that researchers referred to in research and reading, no study was available that dealt with the issue of management with facts and its relationship to quality of life in university colleges in Gaza Strip. This makes the researchers' study of scientific value in terms of the novelty and novelty of its subject.
6. The researchers note that many previous studies were conducted on different educational institutions in terms of supervisory authorities or type of education.
7. Most of the previous studies discussed by researchers, both in the field of management with facts, comprehensive quality management and quality of career, used the descriptive and analytical approach, and were applied in the field or survey side, and the questionnaire was a major tool in collecting information to achieve the objectives of each study.
8. Each study started from a different main problem from the other, during which each researcher tried to reach conclusions, due to the difference in interests, which was an advantage in itself because it provided researchers with many different ideas about the research topic. The researchers have benefited from previous studies in crystallizing the problem of the current study, its questions and hypotheses.

The current study differed from previous studies in terms of the sectors that will be studied and analyzed, the time period, and the nature of the sample that will be dealt with. The current study will deal with the study of management with facts and its relationship to the quality of job life in university colleges in Gaza Strip, as it will be applied to university colleges operating in Gaza Strip.

Theoretical Framework

Management with Facts:

The principle of making decisions represents the basis of the facts, one of the components that TQM focuses on, and its application requires relying on techniques and resources to create the necessary channels to empower individuals and deliver their information that speaks to the facts to where this information should arrive to be used in achieving quality. Information is an important basis in the philosophy of total quality management, as it is available to higher managements of all kinds, which will reflect the extent of these organizations' ability to apply TQM. The importance of information is crystallized in the availability of important data for the organization, such as financial information that explains to senior management the financial resources that the organization needs if it is applied Total quality management, and what are the investments required to adopt the philosophy in a manner that will affect the degree of commitment that higher management will show towards making the decision to implement this philosophy (Barakat, 2007, P: 43).

Making the right decisions is not achieved at all without resorting to the adoption of objective and realistic facts. This trend is one of the most aimed activities in promoting the success of TQM, and this in turn requires the provision of an effective information system as it mainly depends on the human forces that are more able to perceive the facts. In a practical embodiment, the matter has become clearer in making decisions that depend on facts more effectively than decisions that were based on intuition, guesswork, or personal experience alone. From here it is clear that relying on facts in making administrative and technical decisions enables the organization to address specific problems More efficiently and effectively (Hammoud and Al-Sheikh, 2010, P: 49).

The researchers believe that in order for the applied colleges to succeed in implementing TQM, they must rely in their decisions on facts rather than guesswork, and develop information systems to meet their information needs, and ensure that the decision-maker gets sufficient information at the right time, and the president provides his subordinates with the necessary information to perform the work The college directs scientific research to serve the college and society, and the college benefits from the expertise of distinguished institutions locally and internationally.

Quality of Career in Educational Institutions

The business environment is full of changes that pose a great challenge to the management of organizations, so that this management has innovative visions, and the results of these organizations are preserved. Modern management thinking has drawn attention to the increase in the name (quality of job life). The concept of job quality emerged to keep pace with the policies of change and organizational development, and to reduce the tension and anxiety that prevailed in the West among employees for fear of being dispensed with, reducing the services and social benefits provided to them, or reducing their rates of wages, in addition to the keenness of these organizations to achieve job satisfaction that affects the commitment of employees And then maximizing the importance of using and rationalizing the performance of human resources as one of the effective strategies in strengthening the competitive excellence of business organizations.

For the purpose of a systematic and structured understanding of the basic concepts of quality of life and employment and how university colleges deal with them. In this topic, the historical background of quality of job life and the concept of quality of job life will be covered in this topic.

The Concept of Job Quality

Despite the increasing importance of Quality of Working Life (QWL) and its effective role in ensuring the continuity and success of organizations in the modern era, there is no agreement on a specific and comprehensive definition of this concept, and in view of the multiplicity of definitions associated with quality of working life, researchers are exposed to the most important These concepts are within the limits of what serves the requirements of the study as follows:

Al-Maghrabi (2004, P: 251) believes that the quality of job life can be expressed as planned activities in the short and long term as follows:

1. Quality of career seeks to achieve the goals of the organization and the employees and stakeholders associated with the organization.
2. Work life quality represents integrated processes that all departments in the organization participate in.
3. The quality of work life represents planned activities in the short and long term. It is also continuous activities and represents a part of the organization's culture and the ethics of dealing among its members.
4. It is necessary to take into account the governing factors to achieve the quality of work life, the most important of which are participation and collective, achieving job and job satisfaction, rewards, returns and benefits, and providing a safe and healthy environment.

Al-Tabal (2004) defines the quality of job life as "an approach or philosophy for organizational development aimed at achieving comprehensive development for employees, whether organizational, social, health and economic, and raising the level of employees financially and morally, which ultimately reflects on loyalty and commitment to the organization and staying in it, thus improving the level of performance and productivity" and organizational effectiveness". Both (Martel and Dupuis) define it more broadly, which is the state of agreement that the individual feels between his work and his changing personal goals, and this situation narrows the gap between the individual and the achievement of these goals, which is reflected positively in general on the

individual's life and organizational performance and thus increase Community Welfare (Jean-Pierre And Gilles, 2006). After reviewing the above concepts of job quality, the researcher can conclude the following:

1. The quality of job life is not applied randomly, but rather through a set of planned, integrated and continuous operations.
2. The job quality takes into account the balance between the employees' personal goals on the one hand, and the organizational goals on the other hand.
3. The quality of a career will likely vary with age, stage, and position in the industry.
4. It is necessary to take into account the governing factors to achieve the quality of career life, the most important of which are participation and teamwork, achieving job satisfaction, rewards, returns and benefits, and providing a safe and healthy environment.
5. The quality of job life is an approach or philosophy for organizational development that aims to achieve comprehensive development for employees, whether organizational, social, health and economic, and raise the level of employees financially and morally, and the state of compatibility that the individual feels between his work and his changing personal goals is reflected positively in general on the individual's life and organizational performance and thus increase the welfare of society.

Based on the above, the researcher was able to develop the following definition of job quality: (It is a set of planned programs through which employees are given more material and moral support, and opportunities for career advancement, development and development of their capabilities so that employees feel safe and job stability, which leads to The end is to achieve improved productivity, increased organizational efficiency and hence an increase in the welfare of society)

The Importance of Job Quality

Quality of work life (QWL) programs are considered one of the most important basic variables that lead business organizations towards better productivity and a stronger competitive position, and achieve high levels of employee satisfaction, which can be viewed as a competitive weapon in the era of globalization and economic openness, as improvements in product quality and Customer service is achieved through satisfied and committed employment, and job quality programs aim to create a balance and harmony between individuals' career lives and their personal and family lives (Gad Al-Rab, 2008), which leads to increased employee satisfaction and commitment towards work and the organization, which is reflected in this The end improves productivity, increases profitability for the organization and employees, and contributes to the effectiveness of the organization as a whole.

Ballou and Godwin (2007) see that the importance of applying the concept of career life lies in the following:

1. Attracting and maintaining the most qualified personnel and intellectual capital of the organization.
2. Motivate employees and increase their productivity.
3. Increasing the ability of organizations to create and maintain a competitive advantage for a long time.
4. Increase long-term investment in organizations by investing in human resources.

Studies that have been applied in some international organizations clearly indicate the positive results of applying the concept of quality of job life as follows (Al-Tabal, 2004):

1. The implementation of quality of work life in the Rushton Mine has reduced levels of conflict between employees and improved their skills, job security and job satisfaction and improved productivity.
2. The participation of employees at the American company AT, T and its merger in the work led to a reduction in the complaints rates, as happened in the factories of General Motors and Ford.
3. O'hobel Telephones Company achieved better sales after implementing quality of life and job programs as a result of reducing losses and strikes, prevailing positive attitudes for employees towards work, reducing turnover, absence and accidents rates, and improving work and productivity relations.
4. Redesigning jobs based on teams at Volvo Cars' Kalmar plant in Sweden resulted in lower turnover and absenteeism, and better quality of job life resulting in lower plant costs.
5. The implementation of job quality programs at the Poliver Pharmaceutical Industries plant in the United States of America helped employees feel dignity, respect and self-esteem, reduced problems between management and employees, and reduced voluntary absence by 16% and involuntary absence by 72%, and this resulted in improved quality, overall and productivity in the plant.
6. In a study of the results of job enrichment for the jobs of some employees in travel insurance companies in America, it was found that the productivity of employees whose jobs were enriched increased by 39.6%, while it increased in the rest of the jobs that were not enriched by 8.1% only, and the rate of errors at work decreased for employees who Their jobs were enriched for employees in other jobs that were not enriched, and the absence of employees whose jobs were enriched by 24.1%, while the absence among employees whose jobs had not been enriched by 29%, and that the level of job satisfaction for employees with jobs that had been enriched increased by a percentage 16.5%.
7. And at GM's factory in Tarry Town, New York, training employees to participate in solving problems facing their work led to the voluntary participation of 95% of factory employees for supervisors to solve their work problems, and this resulted in an increase in the quality of factory performance and a decrease in absence and the number of complaints In addition, the

economic performance and the relationship between management and employees in the factory improved in light of the employment life.

In light of the above, the researchers conclude that the QWL programs are not only important to the internal environment of the organization, but extend to include the external environment of the organization, meaning that the quality of job life benefits all parties related to the organization (employees, management, clients, owners. Capital). These programs also increase the productivity and competitiveness of organizations by raising the rates of production quality, which is reflected in the efficiency of the overall performance of the organization, which leads to customer satisfaction and high sales rates, which is reflected in the increase in the profits of the organizations, and also helps the implementation of quality programs. Career life increases job satisfaction, job security and organizational loyalty to employees, which results in reduced losses, strikes, absences and accidents, as well as reduced employees' resistance to change and development and increased voluntary participation in work and decision-making, which ultimately leads to improving the performance efficiency of organizations and increasing the welfare of society.

Objectives of Applying Quality of Career

It can be considered that the quality of job programs target the following (Gad Al-Rab, 2008):

1. Increase employee confidence.
2. Participate in problem solving.
3. Increase job satisfaction.
4. Increase organizational effectiveness.

Both (Poelmans and Beham, 2008) indicate that the objectives of applying the concept of quality of job life can be viewed from a competitive marketing perspective, indicating that the most important objectives are:

5. Increase the quality of relationships between employees and their supervisors, employees and their colleagues.

1. Reducing labor turnover.
2. Increase job satisfaction.

(Crede, et al, 2007) believes that the most important objectives of applying the concept of quality of job life are as follows:

1. Raise job performance rates.
2. Reducing, or avoiding, employees' perception of job frustration.
3. Increase the organizational commitment of the employees.
4. Avoid any disruptive organizational behavior.

The researchers conclude that there are interim goals for the organization that can be achieved as a result of applying job quality programs such as: (reducing the labor turnover rate, reducing the absenteeism rate, increasing the motivation of employees, attracting high skills, preserving the current employment in the organization, increasing the productivity rate, increasing financial performance. The organization increases the employee satisfaction rate ... etc.), and thus achieving the interim goals contributes to achieving the strategic objectives of the organization such as: (increasing the market share, reducing the cost structure, increasing the rate of return on investment ... etc.), which enables the organization to provide Products of high quality, lower price and at a time that suits the customer, and this enhances and supports the application of total quality management.

Methodology and Procedures:

First- Study Approach:

Researchers seek to reach a study of management with facts and its relationship to the quality of career in university colleges in Gaza Strip: by application to university colleges in Gaza Strip, and this is consistent with the descriptive and analytical curriculum that aims to provide data and facts about the problem in question to explain it and stand on its implications. Descriptive and analytical is done by referring to various documents such as books, newspapers, magazines and other materials that prove their validity in order to analyze them in order to reach the research objectives. Researchers will rely on this approach to reach accurate and detailed knowledge about the research problem, and to achieve a better and more accurate perception of the phenomenon under study, and it will also be used. The method of the random sample in choosing the study sample, and the questionnaire will be used to collect the primary data.

Second- Methods of Data Collection: The researchers have relied on two main sources of information:

1. **Primary Sources:** by researching in the field side by distributing questionnaires to study some of the vocabulary of the research, listing and collecting the necessary information in the subject of the research, and then unpacking and analyzing it using (SPSS) statistical program and using the appropriate statistical tests in order to reach valuable indications and indicators that support the subject of the study.
2. **Secondary Sources:** The researchers reviewed books, periodicals, and publications on or related to the subject under study, related to the quality of job life and any references that the researchers may see that they contribute to enriching the study scientifically, and the researchers intend, through resorting to secondary sources in the study, to identify the foundations and sound scientific methods In writing studies, as well as taking a general view of the latest developments that occurred and occur in the field of study.

Third - The Study Community: the study community consists of full-time employees in university colleges in the Palestinian higher education institutions in the governorates of Gaza, and these educational institutions include multiple and different academic and technical professional programs and specializations, and represent different geographical areas where these institutions are spread between the north, the center and the south in the governorates. Gaza.

The total number of employees in the Palestinian higher education institutions subject to study in the governorates of Gaza, according to the statistics of the Palestinian Ministry of Education and Higher Education, reached (596) employees, and the following table shows data about higher education institutions in Gaza governorates related to the university colleges under study according to the name of the institution, the point of supervision and year Establishment and number of employees.

Table 1: Distribution of full-time employees in the university colleges under study according to the name of the institution, the supervision point, the year of establishment and the number of employees

#	Organization Name	The Supervisory Authority	Year Founded	Number Of Employees
1.	Palestine College Of Nursing	Government	1976	48
2.	Faculty Of Sciences And Technology	Government	1991	140
3.	Palestine Technical College	Government	1996	129
4.	University College Of Professional Sciences	General	2007	220
5.	College of Islamic Call	Government	1999	59
Total Number Of Employees				596

Source: Administrative Affairs of the colleges under study

The Study Sample: The study sample was chosen using the stratified random sample method from the employees of the university colleges under study according to the name of the institution, and to choose the vocabulary from the partial community or the class, a Proportional Allocation method will be used so that the ratio of the vocabulary of each layer in the sample is equal to the percentage of the vocabulary of the class in society, The sample size reached (240) employees, as shown in the following table:

Table 2: Distribution of the study population according to the college

#	Organization Name	Study Population	Sample Number
1.	Palestine College Of Nursing	48	19
2.	Faculty Of Sciences And Technology	140	56
3.	Palestine Technical College	129	52
4.	University College Of Professional Sciences	220	89
5.	College of Islamic Call	59	24
Total Sample Number		596	240

(240) questionnaires were distributed to all members of the study sample, (226) questionnaires were retrieved (94.1%), and after examining the questionnaires, (3) questionnaires were excluded due to the failure to fulfill the conditions required to answer the questionnaire, and thus the number of questionnaires subject to the study (223) Resolution.

The following table shows the characteristics and features of the study sample as follows:

Table. 3: Distribution of the study sample according to personal and organizational data

Personal And Organizational Data		Repetition	Percentage
Gender	Male	168	75.3
	Female	55	24.7
Total		223	100.0
Qualification	Postgraduate	111	49.8
	Bachelor	86	38.6
	Diploma	26	11.7
Total		223	100.0
The College	Palestine College Of Nursing	86	38.6
	Faculty Of Sciences And Technology	63	28.3
	Palestine Technical College	48	21.5
	University College Of Professional Sciences	0	0.0
	College of Islamic Call	26	11.7
Total		223	100.0
Work Nature	Academic	107	48.0
	Administrative	94	42.2
	Academic With A Management Position	22	9.9
Total		223	100.0
Years Of Service	1-5 Years	75	33.6

	6-10 Years	66	29.6
	More Than 10 Years	82	36.8
Total		223	100.0

The previous table shows the distribution of the study sample according to gender, as it was found that (75.3%) of the study sample are males, and (24.7%) of the study sample are females. And (49.8%) of the study sample have a scientific qualification as "postgraduate", and (38.6%) of the study sample have a scientific qualification as "bachelor", and (11.7%) of the study sample have a "diploma". The previous table also shows that (38.6%) of the study sample work in the "University College for Professional Sciences," and (28.3%) of the study sample work in the "Palestine Technical College", and (21.5%) of the study sample work in the "University College." For science and technology, and (11.7%) of the study sample work in the Islamic Call College. The previous table shows that (48.0%) of the study sample worked as "academic", (42.2%) of the study sample worked as "administrative", and (9.9%) of the study sample worked as "academic with an administrative position." The previous table shows that (33.6%) of the study sample ranged from years of experience to "1-5 years", and (29.6%) from the study sample ranged from years of experience to "6-10 years", and (36.8%) from the study sample ranged from they have more than 10 years of experience.

The Validity and Reliability of the Questionnaire

First - The Validity Of The Questionnaire: Where The Researchers Conducted The Following Validity Tests:

- **The Validity of the Arbitrators "Apparent Honesty":** The researchers presented the study tool in its preliminary form to a group of arbitrators specialized in business administration and statistics. The researchers asked the referees to express their views on the appropriateness of the statements to measure what they were designed for, the clarity of the wording of the phrases and the suitability of each statement to the axis to which it belongs, and the adequacy of the phrases to cover each axis of the main study variables, in addition to suggesting what they deem necessary to amend Formulation or deletion of phrases. Based on the observations and directions presented by the arbitrators, the researchers made the amendments agreed upon by most of the respondents, whereby the wording of the phrases was modified and some of them were deleted or added.
- **Verify The Scale:**
- 1. **Validity Of The Internal Consistency Of The Questionnaire Paragraphs:** The internal consistency of the questionnaire paragraphs was calculated on the pilot study sample of (30) single size, by calculating the correlation coefficients between each paragraph and the total degree of the axis related to it. The probability value of each paragraph is less than (0.05), and the calculated value of r is greater than the tabular value of r which is equal to (0.361). Thus, the paragraphs of the resolution are considered valid for what they are measured.

Table 4: The internal veracity of the paragraphs of the management domain with facts

#	Paragraph	Correlation Coefficient	Probability Value
Management With Facts			
1.	The school bases its decisions on facts rather than guesswork.	0.685	0.000
2.	The college develops information systems to meet its information needs.	0.660	0.000
3.	The decision maker gets enough information at the right time.	0.674	0.000
4.	The superior provides his subordinates with the information needed to perform the work.	0.773	0.000
5.	The college directs scientific research to serve the college and the community.	0.530	0.003
6.	The college benefits from the expertise of distinguished institutions locally and internationally.	0.653	0.000

The tabular r value at 0.05 level of significance and degree of freedom of "28" is 0.361

Table 5: Internal honesty of the paragraphs in the areas of quality of career

#	Paragraph	Correlation Coefficient	Probability Value
Moral Working Conditions			
1.	I am proud to be a faculty member.	0.566	0.001
2.	I feel satisfied with the clarity of my role in college.	0.423	0.020
3.	I have good relations with my co-employees.	0.392	0.032
4.	I am free to do work the way I fit in.	0.443	0.014
5.	My job tasks are challenging and fun.	0.485	0.007
6.	I feel very satisfied with the achievement I am making in my work.	0.677	0.000
7.	I feel respected by everyone in my college.	0.683	0.000
Wages And Bonuses			
1.	I fully understand the college's pay and bonus system.	0.805	0.000
2.	I feel good about being paid for my work.	0.537	0.002

3.	I feel the fairness of my comparison with what my college mates get.	0.382	0.037
4.	I feel my fairness compared to what my peers at other institutions get.	0.621	0.000
5.	The college motivates its employees by means of financial rewards.	0.652	0.000
6.	Financial rewards are awarded according to criteria related to efficiency and excellence in performance.	0.553	0.002
Benefits Provided To Employees			
1.	The college provides healthcare and treatment facilities to its employees.	0.655	0.000
2.	The college allocates various gyms for its employees.	0.566	0.001
3.	The college dedicates a quality cafeteria to its employees.	0.490	0.006
4.	The college organizes leisure trips for its employees.	0.623	0.000
5.	The college contributes to solving employees' economic problems.	0.793	0.000
6.	The college provides club subscriptions for its employees.	0.605	0.000
Handling Complaints And Grievances			
1.	The complaints and grievance system is efficient and effective.	0.743	0.000
2.	The college handles complaints and grievances with all transparency and fairness.	0.662	0.000
3.	The college assigns a competent and competent committee to handle complaints and grievances.	0.721	0.000
4.	The College protects the complainants from any arbitrary action against them.	0.769	0.000
5.	The College supports the Complaints and Grievances Committee with all necessary powers.	0.820	0.000
6.	The College adopts the results of the treatments completed by the Complaints and Grievances Committee.	0.869	0.000
7.	The college administration monitors the implementation of the results of handling complaints and grievances.	0.789	0.000
Participate In Decision Making			
1.	I participate in decisions that affect my work.	0.514	0.004
2.	My boss encourages me to be involved in making decisions.	0.650	0.000
3.	Leaders are keen to receive employee opinions and suggestions.	0.711	0.000
4.	Leaders encourage subordinates to solve their problems at work.	0.669	0.000
5.	The management takes the suggestions of employees in developing working methods.	0.653	0.000
6.	Management discusses performance results with employees.	0.653	0.000

The tabular r value at 0.05 level of significance and degree of freedom of "28" is 0.361

2. **The Validity Of The Structural Consistency Of The Questionnaire Axes:** The following table shows the correlation coefficients between the rate of each axis of the study with the overall rate of the paragraphs of the questionnaire, which shows that the correlation coefficients shown are a function at a significance level (0.05), as the probability value of each paragraph is less than (0.05) and the value of r The calculated value is greater than the tabular value of r (0.361).

Table 6: shows the coefficient of correlation between the average of each axis of the study with the overall average of the paragraphs of the questionnaire

Axis		Correlation Coefficient	Probability Value
Management With Facts		Management With Facts	Management With Facts
Quality Of Career	Moral working conditions	Moral working conditions	0.001
	Wages and bonuses	Wages and bonuses	0.000
	Benefits provided to employees	Benefits provided to employees	0.000
	Handling complaints and grievances	Handling complaints and grievances	0.000
	Participate in decision making	Participate in decision making	0.000

The tabular r value at 0.05 level of significance and degree of freedom of "28" is 0.361

Second - Reliability of the Items of the Questionnaire:

The researchers performed stability steps on the same pilot sample by two methods: the half segmentation method and Cronbach's alpha coefficient.

- The Split-Half Coefficient Method:

Pearson correlation coefficient was found between the rank odd questions rate and the rank pair questions rate for each dimension, and the correlation coefficients were corrected using Spearman-Brown Coefficient according to the following equation:

$$\frac{R^2}{1+R}$$

Stability coefficient = $\frac{R^2}{1+R}$ where R is the correlation coefficient, and the following table shows that there is a relatively large stability for the questionnaire items, reaching (0.8946), which reassures researchers of using the questionnaire with confidence.

Table 7: illustrates the stability coefficient (half partition method)

Section Title	Halftone hash		
	Correlation Coefficient	Corrected Correlation Coefficient	The Probability Value
Management with facts	0.8672	0.9289	0.0000
Quality Of Career	0.7693	0.8696	0.0000
All paragraphs	0.8093	0.8946	0.0000

The tabular r value at 0.05 level of significance and degree of freedom of "28" is 0.361

- Cronbach's Alpha Method:

The researchers used the Cronbach alpha method to measure the stability of the resolution as a second way to measure the stability. The following table showed that the stability coefficients were high, reaching (0.9742), which reassures the researchers of using the questionnaire with confidence.

Table 8: illustrates the stability coefficient (Alpha Cronbach method)

Section Title	Number of paragraphs	Cronbach alpha coefficient
Management with facts	42	0.9652
Quality Of Career	32	0.9404
All paragraphs	74	0.9742

Second - Analysis of the Paragraphs of the Questionnaire:

The One Sample T test was used to analyze the paragraphs of the questionnaire. The paragraph is considered positive in the sense that the sample members agree on its content if the calculated t value is greater than the tabular t value equal to 1.97 (or the probability value is less than 0.05 and the relative weight is greater than 60%), and the paragraph is considered negative in the sense that the sample members do not agree with its content if the calculated t value is less than the tabular t value equal to -1.97 (or the probability value is less than 0.05 and the relative weight is less than 60%), and the sample's views on the paragraph are neutral if its p value is greater than (0.05).

Analyzing Management Paragraphs with Facts:

A t-test was used for one sample, and the results are shown in the following table, which shows the opinions of the study sample individuals in the items (management with facts).

Table 9: illustrates the analysis of (Management by facts) paragraphs

#	Item	SMA	Standard Deviation	Relative Weight	T Value	Probability Value (Sig.)
1.	The school bases its decisions on facts rather than guesswork.	3.62	0.936	72.47	9.948	0.000
2.	The college develops information systems to meet its information needs.	3.56	0.913	71.21	9.171	0.000
3.	The decision maker gets enough information at the right time.	3.52	0.924	70.31	8.331	0.000
4.	The superior provides his subordinates with the information needed to perform the work.	3.58	0.959	71.66	9.077	0.000
5.	The college directs scientific research to serve the college and the community.	3.26	1.041	65.11	3.668	0.000
6.	The college benefits from the expertise of distinguished institutions locally and internationally.	3.29	1.127	65.83	3.862	0.000
The general rate of all paragraphs of the sixth axis		3.47	0.766	69.43	9.196	0.000

The tabular t value at the level of significance of "0.05" and the degree of freedom of "222" is 1.97

The results show that the two highest paragraphs according to relative weight are as follows:

- In Paragraph No. (1) The relative weight was (72.47%) and the probability value was equal to (0.000), which is less than (0.05), which indicates that "the college relies on its decisions on facts instead of guesswork." The researchers attribute this to the fact that decisions are based on facts, that is, decisions must be made not only on the basis of practical experience, or on guesswork or intuition, but the correctness of decisions can only come from resorting to the adoption of realistic facts, and this requires the provision of an efficient information system that depends primarily on employees. Themselves as they are more able to perceive the facts.
- In paragraph No. (4), the relative weight was (71.66%) and the probability value was equal to (0.000), which is less than (0.05), which indicates that "the boss provides his subordinates with the information necessary to perform the work."

The researchers attribute this to the adoption of the principle of the president’s participation with subordinates in the administrative decision-making process, which reflects positively on the confidence of the subordinates in their work, and ensures the strengthening of social relations between employees in university colleges.

The results also show that the two least paragraphs according to the relative weight are as follows:

- In Paragraph No. (6), the relative weight was (65.83%) and the probability value was equal to (0.000), which is less than (0.05), which indicates that "the college benefits from the expertise of distinguished institutions locally and internationally." The researchers attribute this to the fact that university colleges are making efforts to communicate and consolidate relations with various distinguished educational institutions locally and internationally, in order to benefit from the important scientific variables and developments on the local and global arena, in addition to the relentless pursuit of communication with specialized educational institutions and gaining more experiences and exchanging scientific knowledge and information.

- In Paragraph No. (5), the relative weight is (65.11%) and the probability value is equal to (0.000) and it is less than (0.05), which indicates that "the college directs scientific research to serve the college and society." The researchers explain the result that there is a general weakness in the investment of scientific research in the service of society, as most research is theoretical and lacks applied scientific aspects, and does not rise to the required level, in addition to the lack of capabilities necessary to conduct advanced research, such as laboratories, equipment, libraries and others, and the high costs of conducting scientific research. And low budgets allocated to scientific research.

In general, it becomes clear that the arithmetic mean of all the paragraphs of the sixth axis (management by facts) is equal to (3.47), and the relative weight is equal to (69.43%) which is greater than the neutral relative weight (60%) and the calculated t value is equal to (9.196) which is greater than the tabular t value which It is equal to (1.97), and the probability value is equal to (0.000), which is less than (0.05), indicating that the college depends on managing with facts at a level of significance ($\alpha = 0.05$).

The researchers believe that university colleges adopt the principle of making decisions based on facts. By adopting Total Quality Management, it provides an information system that conveys all facts and information about the college’s performance, and college personnel from senior management to lower management participate in implementing this concept from through the complete understanding of the business and its problems, and the availability of information and facts on which to base decisions.

This result is consistent with the findings of the study (Al-Masry, 2007), which showed that the level of administrative performance of the heads of academic departments in the three universities was high, starting with participation and teamwork, then taking the readings based on facts in second place.

Analysis of the Paragraphs of Job Quality:

1. Analysis of the Paragraphs of the First Axis: "Moral Working Conditions."

T-test was used for one sample, and the results are shown in the following table, which shows the opinions of the study sample members in the paragraphs of the first axis (moral working conditions).

Table 10: clarifies the analysis of the paragraphs of the first axis (moral work conditions)

#	Item	SMA	Standard Deviation	Relative Weight	T Value	Probability Value (Sig.)
1.	I am proud to be a faculty member.	4.10	0.872	82.06	18.901	0.000
2.	I feel satisfied with the clarity of my role in college.	3.89	0.904	77.85	14.741	0.000
3.	I have good relations with my co-employees.	3.99	0.949	79.82	15.593	0.000
4.	I am free to do work the way I fit in.	3.75	1.008	75.07	11.164	0.000
5.	My job tasks are challenging and fun.	3.66	1.078	73.18	9.130	0.000
6.	I feel very satisfied with the achievement I am making in my work.	3.92	1.004	78.48	13.742	0.000
7.	I feel respected by everyone in my college.	4.02	1.061	80.36	14.327	0.000
The General Rate Of All Paragraphs Of The First Axis		3.91	0.785	78.12	17.233	0.000

The tabular t value at the level of significance of "0.05" and the degree of freedom of "222" is 1.97

The results show that the two highest paragraphs according to relative weight are as follows:

- In Paragraph No. (1), the relative weight was (82.06%) and the probability value was equal to (0.000), which is less than (0.05), which indicates that I am "proud of being a college employee." The researchers attribute this to the fact that the college administration is concerned with the organizational loyalty of the employees, as it works to create the appropriate atmosphere for employees and in their different work environments in order

for their institutional loyalty to appear naturally and automatically. Other colleges that make employees proud of their belonging to their college, in addition to providing influential and moving leadership models within the college, which the employees view as ideal models to emulate and symbols around which institutional loyalty revolves, as well as providing an honest competitive atmosphere in which anyone can live within the college and who During which the loyalty of the institution increases, and it is maintained over the days.

- In Paragraph No. (5), the relative weight was (73.18%) and the probability value was equal to (0.000), which is less than (0.05), which indicates that "my work tasks are characterized by challenge and pleasure."

The researchers attribute this to the fact that university colleges seek creativity and distinction by attracting and appointing working individuals with high scientific and practical experience. In addition, all college employees have a clear and declared job description containing the tasks, duties and responsibilities that the employee must perform, as is available in some Colleges work procedures manuals, which in turn clarify the logical sequence of steps to implement the work and the role of each employee in completing the work, and self-confident people find them quickly integrating and belonging wherever they are, they have competence, a sense of their self-worth and their ability to face the challenge, and this is what distinguishes many Of those working in university colleges.

In general, it turns out that the arithmetic mean of all paragraphs of the first axis (moral working conditions) is equal to (3.91), and the relative weight is equal to (78.12%), which is greater than the neutral relative weight (60%) and the calculated t value is equal to (17.233), which is greater than the tabular t value Which equals (1.97), and the probability value is equal to (0.000), which is less than (0.05), which indicates that the moral working conditions are appropriate in university colleges in Gaza Strip at a significance level ($\alpha = 0.05$).

The researchers attribute this to the fact that the moral working conditions are one of the important aspects and determinants of the success of university colleges, which are currently receiving increasing attention, given that the satisfaction of the employees in the institution with the working conditions is reflected in their efficiency and performance, and thus the success of the college. There are a number of factors and conditions that must be achieved in the work environment in order to facilitate the task of performing the work as required, and the lack of it in the work environment leads to complaints and resentment of employees, which is reflected in their low morale complaints and disagreements, division of labor, and measurement of morale.

This result is consistent with the findings of the study (Siddiq, 2005), which showed that there are significant differences between the opinions of the two study groups about the quality of work life variables, as temporary employees achieved higher averages with respect to the variables of the material work conditions and job characteristics, while the permanent employees achieved averages over For the working group, supervision and participation variables. And she agreed with a study (Kashani, 2012), which showed a positive relationship between healthy and safe working conditions and citizenship behavior, including finding a safe tool, a healthy workplace and appropriate working hours.

2. Analysis of the Paragraphs of the Second Axis: "Wages and Rewards."

A t-test was used for one sample and the results are shown in the following table, which shows the opinions of the study sample members in the paragraphs of the second axis (wages and rewards).

Table 11: shows the analysis of the paragraphs of the second axis (wages and rewards)

#	Item	SMA	Standard Deviation	Relative Weight	T Value	Probability Value (Sig.)
1.	I fully understand the college's pay and bonus system.	3.74	1.113	74.80	9.929	0.000
2.	I feel good about being paid for my work.	3.53	1.169	70.67	6.815	0.000
3.	I feel the fairness of my comparison with what my college mates get.	3.38	1.198	67.53	4.697	0.000
4.	I feel my fairness compared to what my peers at other institutions get.	3.01	1.303	60.27	0.154	0.878
5.	The college motivates its employees by means of financial rewards.	2.77	1.169	55.43	-2.922	0.004
6.	Financial rewards are awarded according to criteria related to efficiency and excellence in performance.	2.86	1.198	57.22	-1.733	0.085
The general rate of all paragraphs of the second axis		3.22	0.938	64.32	3.438	0.001

The tabular t value at the level of significance of "0.05" and the degree of freedom of "222" is 1.97

The results show that the two highest paragraphs according to relative weight are as follows:

- In Paragraph No. (1) The relative weight was (74.80%) and the probability value was equal to (0.000), which is less than (0.05), which indicates that I “fully understand the wages and bonuses system in force in the college.”

The researchers attribute this to the fact that defining a wage and bonus system is considered one of the central issues in the management relationship with employees. From the employees' point of view, wage policies, salaries, incentives and other

employment benefits affect their income levels and thus their living standards, and accordingly, the level of wage and its fairness compared to what other organizations pay is considered One of the important aspects from the employees' point of view, that is why you find most of the university colleges employees are familiar with the wage system in force in the college in which they work.

- In Paragraph No. (5) The relative weight was (55.43%) and the probability value was equal to (0.004), which is less than (0.05), which indicates that "the college does not motivate its employees through financial rewards."

The researchers attribute this to the lack of fair foundations and standards for the disbursement of financial rewards, and there is no legal basis in government colleges governing the disbursement of rewards to employees, in addition to the financial crisis that afflicts Palestinian higher education institutions, including university colleges.

In general, it appears that the arithmetic mean of all the paragraphs of the second axis (wages and bonuses) is equal to (3.22), and the relative weight is equal to (64.32%), which is greater than the neutral relative weight (60%) and the calculated t value is equal to (3.438), which is greater than the tabular t value, which It is equal to (1.97), and the probability value is equal to (0.001) and it is less than (0.05), which indicates that there is weakness in wages and rewards at a level of significance ($\alpha = 0.05$).

The researchers believe that the wages and rewards that employees receive in university colleges should be consistent with and support shared beliefs and values, so that they stem from the strategy and goals of work, and are linked to the level of college performance, and it is necessary to lead and support the required behavior at all levels, provided that the competitive position is appreciated. What is required to attract and maintain the high level of skills that University College needs.

This result is in line with the findings of the study (Al-Maghrabi, 2004), which showed that the quality of work life factors combined affect job turnout, and that the most important influence of these factors is wages and bonuses. And she agreed with the study (Daud, 2010), which showed the existence of a positive relationship and effect between the dimensions of job quality and "standard" organizational commitment, namely (social relations, wages and bonuses). And she agreed with the study (Kashani, 2012), which showed a positive relationship between reward justice and wages and organizational citizenship behavior, and it includes the distribution of rewards and penalties and on the basis of competence and the precise criteria for that.

3. Paragraphs Analysis of the Third Axis: "Benefits for Employees.

A t-test was used for one sample and the results are shown in the following table, which shows the opinions of the study sample members in the paragraphs of the third axis (benefits provided to employees).

Table 12: The analysis of the paragraphs of the third axis shows (benefits provided to employees)

#	Item	SMA	Standard Deviation	Relative Weight	T Value	Probability Value (Sig.)
1.	The college provides healthcare and treatment facilities to its employees.	3.00	1.195	60.09	0.056	0.955
2.	The college allocates various gyms for its employees.	2.80	1.207	56.05	-2.442	0.015
3.	The college dedicates a quality cafeteria to its employees.	2.94	1.141	58.74	-0.822	0.412
4.	The college organizes leisure trips for its employees.	3.00	1.113	60.09	0.060	0.952
5.	The college contributes to solving employees' economic problems.	2.66	1.166	53.27	-4.308	0.000
6.	The college provides club subscriptions for its employees.	2.17	1.135	43.50	-10.852	0.000
The general rate of all paragraphs of the third axis		2.76	0.927	55.29	-3.791	0.000

The tabular t value at the level of significance of "0.05" and the degree of freedom of "222" is 1.97

The results show that the two highest paragraphs according to relative weight are as follows:

- In Paragraph No. (1) The relative weight was (60.09%) and the probability value was equal to (0.955), which is greater than (0.05), which indicates that "the college provides health care and treatment facilities to its employees with a moderate degree."

The researchers attribute this to the fact that some university colleges provide health care and treatment facilities through the essential role that the medical clinic plays in some colleges as it provides health services to the university community, including emergency services and primary health care, and works to maintain a healthy university environment through programs and seminars. It conducts health workshops and lectures, as well as preparing health awareness flyers.

- In Paragraph No. (6), the relative weight is (43.50%) and the probability value is equal to (0.000), which is less than (0.05), which indicates that "the college does not provide club subscriptions for its employees.

The researchers attribute this to the fact that the university colleges in the study community are mostly government colleges, and are legally bound by the internal regulations and bylaws, which do not include clauses stipulating the possibility of spending on financial benefits or incentives provided to employees, in addition to the weak financial budgets of the colleges, so we find in most colleges the lack of subscriptions In clubs.

In general, it turns out that the arithmetic mean of all the paragraphs of the third axis (benefits provided to the employees) is equal to (2.76), and the relative weight is equal to (55.29%), which is less than the neutral relative weight (60%) and the calculated t value is equal to (3.791), which is greater than the tabular t value. Which is equal to (1.97) and the probability value is equal to (0.000) and it is less than (0.05), which indicates that the benefits provided to the employees are insufficient at the level of significance ($\alpha = 0.05$).

The researchers attribute this to the lack of clarity of the objectives and importance of the benefits for the employees of the managers, the lack of follow-up of the employees so that the benefactor does not know who is the offender, and the frequent change in leadership, knowing that most of the supervisory positions are renewed annually - the duration of the structure is one year - in colleges, in addition to the lack of training on Work and lack of direction to correct deviations, and add funding.

This result is in agreement with the findings of the study (lediana xhakollari.2013), which showed that the most controversial dimensions among employees are: (fair wages and rewards, safety in the work environment, available future opportunities).

This result differs from the findings of the study (Al-Maghrabi, 2004), which showed that the quality of work life factors combined affect job turnover, and that the most important of these factors influence are wages and rewards, job characteristics, moral work environment conditions and the boss's style of supervision. And it disagreed with the study (Daud, 2010), where it showed the existence of a positive correlation and correlation between the dimensions of job quality and organizational commitment, "continuity related to alternatives", namely (social relations, wages and rewards, participation, supervision).

4. Analysis of the Paragraphs of the Fourth Axis: "Handling Complaints and Grievances.

T-test was used for one sample and the results are shown in the following table, which shows the opinions of the study sample members in the paragraphs of the fourth axis (handling complaints and grievances).

Table 13: clarifies the analysis of the paragraphs of the fourth axis (handling complaints and grievances)

#	Item	SMA	Standard Deviation	Relative Weight	T Value	Probability Value (Sig.)
1.	The complaints and grievance system is efficient and effective.	2.74	1.183	54.89	-3.228	0.001
2.	The college handles complaints and grievances with all transparency and fairness.	2.85	1.259	57.04	-1.755	0.081
3.	The college assigns a competent and competent committee to handle complaints and grievances.	2.72	1.250	54.44	-3.322	0.001
4.	The College protects the complainants from any arbitrary action against them.	2.74	1.169	54.71	-3.380	0.001
5.	The College supports the Complaints and Grievances Committee with all necessary powers.	2.86	1.192	57.13	-1.798	0.074
6.	The College adopts the results of the treatments completed by the Complaints and Grievances Committee.	2.96	1.126	59.10	-0.595	0.553
7.	The college administration monitors the implementation of the results of handling complaints and grievances.	3.06	1.105	61.26	0.848	0.397
The general rate of all paragraphs of the fourth axis		2.85	1.017	56.94	-2.248	0.026

The tabular t value at the level of significance of "0.05" and the degree of freedom of "222" is 1.97

The results show that the two highest paragraphs according to relative weight are as follows:

- In Paragraph No. (7), the relative weight was (61.26%) and the probability value was equal to (0.397), which is greater than (0.05), which indicates that "the college administration is following up the implementation of the results of handling complaints and grievances in a moderate degree.

The researchers attribute this to the weakness of managers in solving problems and grievances, due to the failure to follow the methodology in identifying and solving problems, placing the problem outside its real scope, stopping the follow-up of implementation or leaving the follow-up and evaluation, or assigning subordinates who are not specialized in finding suitable solutions to problems.

- In Paragraph No. (3), the relative weight is (54.44%) and the probability value is equal to (0.001), which is less than (0.05), which indicates that "the college does not assign a competent and competent committee to deal with complaints and grievances."

The researchers attribute this to the failure to assign a permanent specialized committee working within the framework of the organizational structure to work efficiently to deal with complaints and grievances, and to overcome difficulties and take the necessary measures regarding complaints and grievances referred to the committee and facilitate its work to reach the desired goals.

In general, it turns out that the mean of all paragraphs of the fourth axis (handling complaints and grievances) is equal to (2.85), and the relative weight is equal to (56.94%), which is less than the neutral relative weight (60%) and the calculated t value is equal to (2.248), which is greater than the tabular t value Which is equal to (1.97), and the probability value is equal to (0.026), which is less than (0.05), which indicates that the complaints and grievances system is not efficient and effective at ($\alpha = 0.05$).

The researchers attribute this to the lack of methodology in handling complaints and grievances, failure to adhere to resolving complaints, misinterpretation of the problem, lack of knowledge of methods and processes for resolving complaints and grievances, insufficient or incorrect information, inability to ensure effective implementation of proposed solutions, and failure to follow up on proposed solutions. For complaints and grievances.

This study differs from all previous studies, as no previous study touched on the variable of handling complaints and grievances.

5. Analysis of the Paragraphs of the Fifth Axis: "Participation in Decision-Making.

T-test was used for one sample and the results are shown in the following table, which shows the opinions of the study sample members in the paragraphs of the fifth axis (participation in decision-making).

Table 14: shows the analysis of the paragraphs of the fifth axis (participation in decision-making)

#	Item	SMA	Standard Deviation	Relative Weight	T Value	Probability Value (Sig.)
1.	I participate in decisions that affect my work.	3.26	1.233	65.29	3.205	0.002
2.	My boss encourages me to be involved in making decisions.	3.19	1.274	63.77	2.208	0.028
3.	Leaders are keen to receive employee opinions and suggestions.	3.00	1.351	60.09	0.050	0.961
4.	Leaders encourage subordinates to solve their problems at work.	2.92	1.368	58.48	-0.832	0.406
5.	The management takes the suggestions of employees in developing working methods.	2.93	1.347	58.57	-0.795	0.427
6.	Management discusses performance results with employees.	2.82	1.325	56.32	-2.073	0.039
The General Rate Of All Paragraphs Of The Fifth Axis		3.02	1.182	60.42	0.264	0.792

The tabular t value at the level of significance of "0.05" and the degree of freedom of "222" is 1.97

The results show that the two highest paragraphs according to relative weight are as follows:

- In Paragraph No. (1), the relative weight was (65.29%) and the probability value was equal to (0.002), which is less than (0.05), which indicates that I "participate in decisions that affect my work".

The researchers attribute this to the management of university colleges that provides to some extent levels of a sense of commitment among those working in decision-making, in addition to making full use of the information, expertise and skills available to employees, and it also helps the college administration to look at all the available and possible alternatives for decision-making.

- In Paragraph No. (6) The relative weight was (56.32%) and the probability value was equal to (0.039), which is less than (0.05), which indicates that "the management does not discuss performance results with employees."

The researchers attribute this to the weakness of the process of evaluating the performance of employees in university colleges. The administration must discuss all the positive and negative aspects between them and the resident employees to clarify the important matters that the working individual may not realize, especially the negative aspects of performance.

In general, it becomes clear that the arithmetic mean of all paragraphs of the fifth axis (participation in decision-making) is equal to (3.02), and the relative weight is equal to (60.42%), which is greater than the neutral relative weight (60%), and the calculated t value is equal to (0.264), which is less than the value of t The tabular value, which is equal to (1.97), and the

probability value is equal to (0.792), which is greater than (0.05), which indicates that the administration in the colleges allows an average degree of participation of its employees in making decisions at the level of ($\alpha = 0.05$).

The researchers believe that participation in the decision-making process helps to improve the quality of the decision, and to make the decision taken more stable among the employees, and they work to implement it with great enthusiasm and sincere desire, as participation leads to achieving mutual trust between the director and the staff in the colleges on the one hand and between the colleges and the beneficiaries who deal Faculties, as participation in decision-making helps to raise the morale of employees and satisfy the need for respect and self-assurance.

This result is consistent with the findings of the study (Majeed and Al-Ziyadat, 2008), which showed that the field of human resource management achieved a percentage weight (89%), and this demonstrates the role of the university administration in activating participation in decision-making and delegating powers towards achieving comprehensive quality goals. . And she agreed with the study (Al-Maghrabi, 2004), which showed that the quality of work life dimensions are represented in the moral working environment conditions, job characteristics, wages and bonuses, a work group, the president’s style of supervision, and participation in administrative decision-making. And she agreed with the study (Madi, 2014), where it showed that there is an important statistically significant effect on the quality of job life dimensions, and that the most important dimensions affect job performance are: opportunities for advancement and career advancement: social relations, job stability and security, participation in decision-making, training programs And learning, the balance between personal life and career.

This study differs with the study (Zare et al., 2014), where the results showed the approval of faculty members for the paragraphs on job content with an average response of (3.22), and this means that there is agreement in this area, but the paragraph of participation in decision-making got the lowest average response (2.5).

Analysis of the Aspects of Job Quality:

T-test was used for a single sample, and the results are shown in Table (15), which shows the opinions of the study sample members in the (quality of job life) axes.

Table 15: clarifies the analysis of the aspects of job quality

Axle Number	The hub	Rank of axes	SMA	Standard Deviation	Relative Weight	T Value	Probability Value (Sig.)
The First	Moral working conditions	1	3.91	0.785	78.12	17.233	0.000
The Second	Wages and bonuses	2	3.22	0.938	64.32	3.438	0.001
The Third	Benefits provided to employees	5	2.76	0.927	55.29	-3.791	0.000
The Fourth	Handling complaints and grievances	4	2.85	1.017	56.94	-2.248	0.026
The Fifth	Participate in decision making	3	3.02	1.182	60.42	0.264	0.792
The general average for all the axes of the third section			3.16	0.750	63.30	3.285	0.001

The tabular t value at the level of significance of "0.05" and the degree of freedom of "222" is 1.97

A t-test was used for one sample and the results are shown in the previous table, which shows the opinions of the study sample members in the third part axes (areas of quality of career). The neutral relative value (60%) and the calculated t value is equal to (3.285), which is greater than the tabular value of t, which is equal to (1.97), and the probability value is equal to (0.001) and it is less than (0.05), which indicates the availability of the elements of quality of career in university colleges in the sector. Gaza has a satisfactory degree at ($\alpha = 0.05$).

The researchers believe that the quality of job life focuses on achieving a balance between the career and personal life of employees through integrated, planned and continuous operations that all departments within university colleges participate in implementing, in line with the colleges' strategies, goals and interests of employees, a process through which they respond to the needs of employees by developing Mechanisms that allow them to participate adequately in making decisions and crafting a distinguished work life.

Test Hypothesis Analysis of the Study

The First Main Hypothesis Test:

H0₁: There is a statistically significant relationship at the level of significance ($\alpha = 0.05$) between management with facts and achieving quality of work life (moral working conditions, wages and rewards, benefits provided to employees, handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip .

The Pearson test was used to find the relationship between management with facts and achieving quality of job life (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip at a significance level ($\alpha = 0.05$). The results are shown in Table No. (40), which shows that the probability value of all elements of job quality is equal to (0.000) and it is less than (0.05) and the calculated r value is equal to (0.710) which is greater than the tabular value of r which is equal to (0.184), so we accept the sixth sub-hypothesis, That is, there is a relationship at the level of statistical significance ($\alpha = 0.05$) of managing with facts and achieving quality of work life (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances, participating in decision-making) in university colleges in Gaza Strip.

This result shows that the greater the management interest in facts in university colleges, the chances of achieving job quality increase, so the college management must rely in its decisions on facts rather than guesswork, provided that colleges develop their information systems to meet their information needs. , Provided that the decision-maker obtains sufficient information at the appropriate time. Colleges should also benefit from the expertise of distinguished educational institutions locally and internationally.

Table 16: The correlation coefficient between management with facts and achieving quality of work life (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip

Axis	Statistics	Moral Working Conditions	Wages And Bonuses	Benefits Provided To Employees	Handling Complaints And Grievances	Participate In Decision Making	All Elements Of Job Quality
Management with facts	Correlation coefficient	0.524	0.513	0.579	0.581	0.553	0.710
	The probability value	0.000	0.000	0.000	0.000	0.000	0.000
	Sample volume	223	223	223	223	223	223

The tabular r value at the level of significance "0.05" and the degree of freedom "221" is 0.184

Conclusion and Recommendations

Conclusions

In light of the study hypotheses and with the help of data collection methods and statistical methods, the conclusions were classified as follows:

- The results of the study showed that (69.43%) of the study population believed that the level of management by facts in university colleges is medium to high. She indicated that university colleges rely in their decisions on facts rather than guesswork, as well as developing information systems that meet their information needs, and the decision-maker gets adequate information at the right time, and the president provides his subordinates with the necessary information to perform the work.
- The results showed that university colleges are to some extent directing scientific research to serve the colleges and society, as well as benefit from the expertise of distinguished institutions locally and internationally.
- The results showed that there is a positive relationship between management with facts and achieving quality of work life (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip. The results showed that the greater the management interest in the facts, the greater the probability of achieving job quality.
- The results showed that there is an impact of the management with facts, and achieving the quality of job life (moral working conditions, wages and rewards, benefits provided to employees, handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip.

Results Related To Job Quality Variables In University Colleges.

- The results of the study showed that (78.12%) of the study population believe that the level of moral working conditions in university colleges is high. The results showed that employees in university colleges in the Gaza governorates are satisfied with the clarity of their role in the colleges, and they are proud of their work, and they are linked with good relations with their colleagues at work.
- The results of the study showed that (64.32%) of the study population believe that the level of wages and bonuses in university colleges is somewhat average. The results showed that college employees feel that wages are fair to some extent compared to what their colleagues and their counterparts receive in other institutions.

- The results of the study showed that (55.29%) of the study population believe that the level of benefits provided to university college employees is weak. The results showed that there is a weakness in allocating various gyms and cafeterias to their employees, and there is a weakness in the contribution of colleges in solving employees' economic problems, and colleges do not provide subscriptions to clubs for their employees.
- The results of the study showed that (65.94%) of the study population believe that the level of handling complaints and grievances in university colleges is weak. The weakness is represented in the lack of efficiency and effectiveness of the complaints and grievance system. Colleges did not handle complaints and grievances in a transparent and fair manner. Colleges also do not have a specialized committee to handle complaints and grievances, and colleges did not protect complainants from any arbitrary action against them.
- The results of the study showed that (60.42%) of the study population believe that the level of participation in decision-making in university colleges is to a certain extent. The results showed that employees participate in making decisions that affect their work, and subordinate superiors are encouraged to participate in decision-making, and administrative leaders are keen to receive the opinions and suggestions of college employees.
- The results of the study showed that (63.30%) of the study population believe that the quality of job life in university colleges is somewhat average. The results showed that the quality of job life focuses on achieving a balance between the career and personal life of employees through integrated, planned and continuous operations that all departments within university colleges participate in, in line with the colleges' strategies and the goals and interests of employees.
- The results of the study indicated that job quality is a process through which university colleges respond to the needs of employees by developing mechanisms that allow them to participate adequately in decision-making and formulating a distinguished work life.

Recommendations

In light of the study's theoretical framework, and the results obtained, researchers present the following recommendations:

- That college management relies on facts rather than guesswork in its decisions, in addition to developing information systems to meet its information development needs.
- Providing decision-makers with the necessary information to facilitate the process of making continents through the information systems used in colleges, and providing subordinates with the information necessary to perform the work.
- The necessity of determining the priorities of scientific research in light of the community's need and problems, by conducting surveys to identify urgent problems and arrange their priorities, and encourage faculty professors and students to conduct studies related to the community's needs.
- Benefiting from the experiences of developed countries in various scientific fields by signing international agreements to exchange experiences, knowledge and skills.
- The necessity to provide a database that includes (basic information, facts, and figures about what the beneficiary thinks, feels, feels, needs, wants, and expects), which in turn will help the educational institution to respond to these needs.
- The application of total quality and from there to the quality of job life through a short-term plan, and includes the dimensions of the quality of career life, provided that all employees in the colleges of all levels participate, so that the higher management bears an important aspect, which is the responsibility of planning and preparation with the participation of employees in the strategy, in addition to its implementation.
- Working to spread the quality of a positive job life among the employees within the colleges, by taking care to inform employees of all information, and not to withhold it from them with regard to goals and plans, which works to support commitment to the values and trends that university colleges seek to achieve to ensure the success of the application of the self-help team method Administration.
- The continuous endeavor to create a general culture in university colleges that believes in new proposals and ideas for employees, especially those related to developing quality of work life.
- University colleges should focus on programs that improve the quality of job life, such as: social welfare programs, occupational safety programs, and focus on empowering employees, as well as using the Kaizen method for continuous improvement.

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